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PATTERNS FOR PROGRESS IN AGING

the TVA Preretirement Program



CASE STUDY No. 9

U.S. DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE
Special Staff on Aging

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by

E. B. SCHULTZ, *Formerly Personnel Staff Officer*
Tennessee Valley Authority
Knoxville, Tennessee

U.S. DEPARTMENT OF
HEALTH, EDUCATION, AND WELFARE

ABRAHAM RIBICOFF, *Secretary*

Special Staff on Aging

Washington 25, D.C.

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FOREWORD

PATTERNS FOR PROGRESS IN AGING is the overall title of a series of case studies designed to make more widely known a variety of successful activities for and by older people. Each study provides an account of the nature, history, and development of a project and its impact on older people. Each is, in effect, an objective self-evaluation made by a responsible representative of the program.

The Tennessee Valley Authority Preparation for Retirement Program is a good example of how management-union cooperation in industry can assist employees to plan for their period of retirement. It seems fitting that TVA, which has pioneered in reclaiming resources of the Tennessee Valley, should also be among the first in industry to make a constructive contribution to the solving of some of the problems which arise when employees are faced with retirement. The success of this program is due in part to the careful thought and planning that went on for one and a half years before it went into effect. The success is also largely due to the efforts of the author, Mr. E. B. Shultz, who was intimately associated with TVA's labor relations program during his long tenure with the agency. He directed the program described in this report until his own retirement in November 1959.

The "Patterns for Progress in Aging" series is being prepared under the direction of Clark Tibbits, Chief of Program Planning, Special Staff on Aging, U.S. Department of Health, Education, and Welfare.

It is hoped that the studies will serve to suggest worthwhile projects to community planners and organizations and to provide guidance to their development and operation.

PREFACE

THE TENNESSEE VALLEY AUTHORITY is a public agency but is, in a number of respects, similar to a private industrial enterprise. A brief background statement may be helpful. It is an agency of the United States Government, established by the Tennessee Valley Authority Act of 1933 as a Government corporation, and has considerable autonomy. Its operations extend over a region including parts of seven States. In the field of personnel administration, the autonomy granted by the Act has permitted collective bargaining relationships with unions representing employees similar to those in private industry, although these relationships are limited by some Federal laws like the Veterans' Preference Act of 1944, the Federal leave law, and the TVA Act itself. Since TVA was excluded from the Civil Service Retirement System, TVA established its own retirement system. A joint union-management committee formulated a plan under the guidance of an actuary and its plan was established by TVA Board action in 1939. The plan included administrative machinery consisting of a board of directors of seven, three appointed by TVA, three elected by the membership, and the seventh member elected for three years by those six. The retirement system is a contributory one and both TVA's and members' contributions are set up in a trust fund for the benefit of the members. This fund is managed by a trustee under a trust agreement. Under the original plan, retirement was optional at age 60, compulsory at age 70.

E. B. Shultz

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THE TENNESSEE VALLEY AUTHORITY PREPARATION FOR RETIREMENT PROGRAM

What It Is

THE TVA Preparation for Retirement Program, offered since 1956, attempts to stimulate creative and individual planning among Tennessee Valley Authority employees approaching retirement age. The program emphasizes the "discussion group" approach to counseling, a technique which utilizes the personal resources and knowledge of each participant.

How It Works

Six small-group sessions, held on company time, give men and women who have reached 60 years of age an opportunity to discuss problems of mutual concern, including financial plans, retirement benefits, health, postretirement activities, living arrangements, and legal problems related to retirement. Each session is given direction by a discussion leader who, in turn, structures his leadership from a master guide or outline. Printed leaflets and visual aids are used when appropriate and changed from time to time in favor of newer, more informative materials. Groups are composed of from 10 to 20 people.

Divisions meet the payroll costs of their employees while they are attending the retirement course and also contribute the services of recorders, discussion leaders, and experts, e.g., the health officers and lawyers, who are on the TVA staff. All other costs are met as an administrative expense by the Division of Personnel, which provides most of the direction, planning, discussion leadership, and materials.

Management and unions cooperated in developing the program through a Joint Committee on Selection and Preparation for Retirement and continue to serve it in an advisory capacity.

Who Is Served?

When TVA's preretirement program began there was a backlog of employees ranging up to age 70. During the first year, those who would be 64 or older in 1956 were invited to participate. Those who were 61 to 64 were eligible for the second year's program. In the third year, those 60 and 61 were eligible. Thus, at the end of 3 years, the

program had been offered to all employees 60 or over. Now, as employees of the Tennessee Valley Authority reach 60 years of age, they are invited to join this series of small group discussions. Employees of all occupational levels are included and the groups are as homogeneous in economic level as possible. Attendance, of course, is voluntary but encouraged both by management and the unions. During the 4 years in which the program has been offered, a large majority of eligible employees enrolled in and completed the course with a minimum of absenteeism.

From time to time the joint committee has considered including in the program the wives or husbands of TVA personnel. For several reasons, principal among which are the time and location of meetings, this plan has not been adopted. Many of the groups meet in steam plants and chemical plants, with the men coming in work clothes during scheduled hours of work. Under these circumstances, the inclusion of wives was considered inappropriate. It was also felt that wives should not be included in any groups if all groups could not be offered this same privilege. However, the need for employees to share the information received with their spouses and others who might be affected by their retirement has been emphasized. This is one reason why the written reports of each session have been issued and the participants have been given a good deal of printed and reproduced material. While there is no objective evidence, there have been a great many assurances from participants that these reports and other materials have been useful in helping them share their information and experience with those at home.

HISTORY AND DEVELOPMENT

Early Investigations

In 1953, when TVA was 20 years old and a fairly large number of the permanent employees (540 out of about 11,000) had reached or passed age 60, the agency was offered the opportunity to participate in the Cornell Study of Occupational Retirement. All TVA employees age 64 and 65 were invited to take part, and most of them did so.

A preliminary report of the first series of interviews with these employees, conducted as a part of the Cornell University Study of Occupational Retirement, revealed some interesting factors. Practically all employees said they did not expect to retire until required to do so and indicated that one reason for their reluctance to retire was inadequate incomes for retirement. A large majority disliked the idea of retiring, believed retirement to be unhealthy, and had made no plans for

life in retirement. They also felt that their skill and experience made them more capable than younger employees; believed that their health and capacity for work were as good as ever; and believed they should be allowed to continue work until they wished to retire. A minority indicated that they still felt capable of superior work, but had found it necessary to slow down.

This represented employees' opinions of their own work capacity. Supervisors' ratings were consistent with this overall conclusion of continued work capacity among most employees in this age group as evidenced by the findings of a survey made by the Division of Personnel. The survey showed that 18 percent of employees age 60 or over was judged by their supervisors to be doing excellent work. Approximately the same proportion, mostly in the 65-70 age group, was considered to be doing less than satisfactory work, but were retained since they did not voluntarily retire. Thus, it appeared that chronological age was not a reliable criterion for retirement. (This survey did not attempt to compare the work of this age group with other age groups.) Table 1 presents the findings of this survey.

In response to these findings, three steps were taken:

1. The portion of the retirement benefit paid for TVA contributions was increased so that it would be as large at age 65 as it would formerly have been at age 70 if the employee had 15 years of service, and larger if he had more service.
2. Age 65 was adopted as the normal retirement age with employment beyond that age continued only at the election of management by one-year temporary appointments; retirement remained compulsory at age 70.
3. A study was initiated to try to identify the needs of employees approaching retirement age and to determine how those needs might be met.

A Conference With Gerontologists

To initiate this study of retirement needs, the executive secretary of the TVA Retirement System arranged for a conference of a number of 25 management and labor representatives and a group of five leaders in the field of gerontology.¹ The conference took place in May of 1954. The union participants came from both white collar and trade craft

¹ The five gerontologists were: Mr. Clark Tibbitts, Special Staff on Aging, Department of Health, Education, and Welfare; Dr. Wilma Donahue, Division of Gerontology, University of Michigan; Mrs. Elizabeth Breckinridge, Illinois Public Aid Commission; Dr. John W. McConnell, New York State School of Industrial and Labor Relations; and Mr. Harold R. Hall, Consultant on Executive Retirement, Wellesley Hills, Massachusetts.

TABLE 1. *Level of performance of employees 60 years and over.—All occupations*

Age group	All duties assigned. Performance unusually good		All duties assigned. Performance fully satisfactory		Limited duties assigned. Performance fully satisfactory		All or limited duties assigned. Performance fully satisfactory		All or limited duties assigned. Performance unsatisfactory		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
60-64.....	57	21	126	45	46	17	31	12	15	5	275	100
65-69.....	17	13	77	56	15	11	14	10	13	10	136	100
Total.....	74	18	203	49	61	15	45	11	28	7	411	100

unions representing TVA employees. The management participants were, for the most part, officials with high level responsibilities. Several were staff officers of the Division of Personnel who would have responsibility for the administration and conduct of any program which might be developed.

For 3 days the conference participants discussed the TVA situation and the many factors and problems involved in selective retirement and attitudes toward retirement. The final day of the conference was devoted to consideration of a series of recommendations which developed from the discussions, including procedures for obtaining further information of employees' attitudes toward a program of retirement preparation.

The Need For Further Study

Based on its earlier studies and the conference with the gerontologists, the TVA management-union group became persuaded that the following factors warranted further exploration and study:

1. Retirement benefits are generally considered to be an essential economic factor in our modern industrial life. The adequacy of these benefits to provide a decent living after retirement from full-time employment is often as important a consideration in labor negotiations as are wage rates. Public agencies at one time were leaders in pension plans, but this general statement is no longer true. The current significance of retirement benefits is largely due to the changes in our social structure from an agricultural to an industrial society.

2. Life expectancy has increased, so that those who retire between ages 65 and 70 can expect to live 10 to 15 years—or even longer—after they retire. This has opened an area of personal and social concern with new problems and potentials.

3. The same social and economic changes in our society which led to the need for pension plans make it necessary to think anew concerning the place of the rapidly increasing proportions of older people in our total population. A century ago there were five farm families to every urban family. Though most people did not live beyond age 65, those who did usually continued to live with their families in their accustomed settings, performing the tasks of which they continued to be capable. Today, with that ratio reversed to more than five urban families for every one farm family, the picture is very different. Children migrate, living units are small, and there is little useful work for the older people to do in their accustomed settings after they have retired.

4. The tempo of our industrial enterprises has placed a premium on characteristics most common to youth—stamina, speed, and adaptability.

Some employers feel that even administrative work, which has customarily placed a premium on experience, now requires initiative, imagination, and flexibility—characteristics more commonly associated with mature, middle age than with three score years or more.

5. This situation has excited a growing interest among physicians, psychologists, economists, sociologists, architects, nutritionists, and others in programs that attempt to prepare mature individuals for the later years, which for many tend to become a period of social as well as occupational retirement.

To leave full-time employment and enter a life unregulated by scheduled work requires an adjustment of major proportions. It is one of the most dramatic events in an adult's life since he left school to take full-time employment. There is a major difference between the adjustment to entering the work force and the adjustments when leaving it. During school life, one is preparing for the type of work he expects to enter, which arouses his eager expectation. It is marked by an expectant, forward-looking attitude. We even call graduation a "commencement" because it is not only the end of something, but also the beginning of something new. This attitude makes for easy and rapid adjustment to new life situations. Can older retiring workers acquire this new and beneficial attitude and thereby make a more rapid and satisfactory adjustment to a new mode of life? Can release from full-time employment be envisaged as a "commencement" with new and interesting possibilities for living rather than a stepping down out of life? This will require a reorientation toward aging and toward retirement, the very name of which unfortunately implies withdrawal from life.

6. There are two major points of view among employers about their participation in solving this problem. A number of employers feel that it would be paternalistic for them to try to help their employees make this postretirement adjustment. Some of these employers say that they believe employees would interpret any such efforts merely as an effort to sugar-coat the bitter pill of involuntary retirement. Some take the position that their obligation does not extend beyond providing a pension plan; if preparation for retirement is needed at all, they believe it is the responsibility of the workers or the workers' unions. Others claim that the problems frequently foreseen in retirement do not actually exist, but may be created by discussion; that, if left alone, everyone will make his own satisfactory adjustment when the time comes.

On the other hand, a number of employers for varying reasons have accepted some responsibility for helping employees think positively about retirement. Some of these employers believe that final years of employ-

ment are less happy and productive because of uncertainty about the future and unawareness of the possible values of leisure. They feel they must relieve this uncertainty by at least giving employees a clear understanding of their retirement and social security benefits several years before retirement. This minimum effort has frequently developed into a discussion of other areas of concern. An increasing number of employers have offered employees a program of systematic exploration of what retirement status involves, including both its problems and its opportunities. These have been called preretirement counseling programs or programs of preparation for retirement.

7. Public relations is another consideration which has sometimes led employers to launch such programs. An employee who fails to adjust to retirement and is unhappy in his new status may become a center of criticism of the company in the community and even among his friends who are still employed. In spite of millions of dollars invested to provide retirement benefits, the net result of unsatisfactory adjustments to retirement may be ill will and criticism.

All these factors provide both a social and an economic justification for expenditures on a program of preparation for retirement. Such justification is particularly important to public agencies expending public monies.

REACHING CONSENSUS

In June 1954, 1 month after the conference with gerontologists, a joint union-management committee was appointed under the chairmanship of the secretary of the Retirement System to explore the suggestions of the leaders and to recommend a program. The committee was designated as the Committee on Selection and Preparation for Retirement. McConnell was engaged as a consultant to this committee. Two projects were chosen: (1) A procedure for selective or flexible retirement, and (2) preparation for retirement. (This case report deals only with the latter project.) The committee studied the problems for a year and a half before making recommendations. This pattern of joint committee study of special problems and formulation of programs is the regular pattern of TVA's union-management relationship.

In addition to considering the advice of the experts, the committee met with a number of groups of employees aged 60 and over, and with a group of recent retirees. These meetings convinced the committee that employees approaching retirement sincerely wanted help in identify-

ing the problems and opportunities of retirement and would appreciate an opportunity to exchange views with fellow employees of their own age.

The employees who were consulted indicated clearly that they did not want to be told what to do when they retired. Neither did they want a sugar coating on the pill. In the light of their confidence in and respect for TVA union-management relationships, most of the employees did not place such interpretations on the interest which TVA and their unions were taking in their retirement. They indicated that they would welcome a chance to get the facts about retirement and an opportunity to share with each other views and opinions on their problems and opportunities. They recognized that retirement at some age is inevitable, and they accepted the premise that it was their responsibility to make their own retirement as satisfactory as possible. Consistent with the conclusions of earlier explorations, many employees said they did not want to put off retirement until they were disabled or decrepit. Uncertainty of adequate and assured retirement income seemed to be the major factor in their personal decisions. On the other hand, most of them wanted to work as long as they enjoyed their work and felt that they could do their full share. A program sponsored by TVA and their unions designed to help meet the desires of employees to understand retirement seemed to them a neutral and legitimate joint endeavor.

The meetings of the joint committee with a number of recent retirees helped to determine what subjects would be most helpful in the proposed program of preparation for retirement. The union representatives reported on the proposed program to their organizations, which accepted their recommendations.

The cost of the work of this committee, including the use of consultants, was covered as an administrative expense of the Division of Personnel. However, members of the joint committee, both management and labor, defrayed their travel expenses through their respective budgets.

FORMULATION OF THE PROGRAM

After about a year and a half of study and discussion, the Joint Committee on Selection and Preparation for Retirement recommended a program to the Director of Personnel. It was discussed with division directors and the general manager and was later adopted. The proposal in brief was that, as employees reached age 60, they would be invited to take part as members of small groups in a series of five group discussions (later changed to six) on company time. Such a program was begun in 1956 and has been conducted each year since.

The discussion group method rather than personal counseling interviews was selected for three reasons:

1. The study of the problem indicated that employees believed one of the best values of such a program would be the opportunities it might offer for an exchange of points of view and information among participants.
2. The reticent employees, who may stand in greatest need of counseling, were least likely to request interviews, unless personal counseling was made compulsory.
3. The experienced staff suitable for personal counseling in this field was not available, and the cost of employing expert counselors for this purpose would be prohibitive for a public agency. Inexperienced counselors were considered a poor investment and apt to do more harm than good.

Attendance was to be voluntary but encouraged both by management and the unions. The groups were to be located at the centers of older employee concentration, but those working outside these centers were to be provided time and transportation to attend. The backlog of older employees, those already passed the age of 60, would receive priority and be offered the program first. However, the plan was to work toward establishing groups regularly as employees approached age 60. The groups would be made up of employees as near the same economic level as possible. The discussion method was to be used exclusively except for the presentation of relevant facts and no attempt was to be made to reach "right" group answers. Reports of the discussion were to be issued and as much helpful printed material as possible was to be made available to facilitate the retention of points discussed and for sharing the information and points of view with other members of the families who would be affected by an employee's retirement.

The program proposed by the joint committee was enthusiastically accepted and supported by top management. The preliminary talks with employees and their representatives bore fruit and most employees accepted the invitation to participate. For the 4 years in which this program has been offered, a large majority of the eligible employees enrolled and nearly all of these participated.

Records kept for the years 1957, 1958, 1959 show that about 9 out of 10 participants attended three or more meetings; about half of the participants attended all meetings in a series. Level of attendance was considered excellent in view of necessary absences for travel, sickness, and previous vacation plans. Table 2 gives these data on enrollment and participation.

TABLE 2. *Participation in TVA preparation-for-retirement program, 1956-59*

Employee participation	Year			
	1956	1957	1958	1959
Number of eligible employees	277	256	158	218
Number responding affirmatively to invitation . .	219	200	135	191
Percentage responding affirmatively	79.1	78.1	85.4	87.6
Number of eligible employees attending one or more meetings	198	183	120	160
Percentage of eligible who participated	71.5	71.5	75.9	73.4
Average attendance—all groups ¹	80.7	84.2	85.2	86.5

¹ Figure for 1956 includes all who attended one or more meetings. Figures for all other years include all who attended two or more meetings.

Content

The subjects covered in the 1959 series of discussions were:

Retirement and Financial Planning. This involved discussion of the meaning of aging and retirement and some of the general financial factors, such as life insurance, tax concessions for older people, and supplementary income from other work.

Retirement Benefits. The discussion of TVA Retirement System benefits, Old-Age, Survivors and Disability Insurance, Civil Service Retirement System benefits, Federal Employees' Group Life Insurance, and hospital insurance after retirement. Retirement budgets were also discussed.

Health in Later Years and Retirement. A TVA health officer discussed the physical changes and problems that may come with age. Health habits of older people, such as exercise and diet, the diseases most common in later years, and other health questions that each group raised were discussed.

Planning Activities for the Time of Retirement. This discussion emphasized the value of having interests and activities after retirement which would provide the type of satisfactions derived from work, associations, status, schedule, achievement, etc. It provided information on abilities and interests which might be turned to good account for pay or pleasure. The ways to go about getting paid employment, the importance of group activities and associations, and the opportunities and personal values of work for community welfare were discussed. Pooling ideas of the group were especially interesting in this discussion.

Living Arrangements. The group members discussed the problems which wives and other dependents have in adjusting to retirement. What about housing for older people? Should retirees live with their married children? They also talked about various plans and choices on where to live as they see them. Some believed in retiring to special retirement communities; others thought it best not to pull up roots. Economic and climatic information about various areas was made available.

Legal Problems About Property After Retirement. This discussion included general information on legal and tax problems associated with financial planning, making wills, inheritance, and property holdings. The specific legal problems of individuals were not discussed, for these require legal advice based upon a study of all the facts and legal research, but the discussion helped employees to discern the type of problems for which legal advice might be helpful.

Leadership

The discussion groups for the first 2 years were led by personnel officers. The chief of the Labor Relations Branch of the Division of Personnel, who was also secretary of the TVA Retirement System, served as director of the program. Initially, he selected three other staff members to work with him on the basis of their interest in the problem of aging and their capacity to use discussion methods. These four individuals worked with Dr. McConnell of Cornell University in developing a manual. This preparatory activity, together with outside reading and attendance at other conferences on aging, provided training. The manual developed was not used directly as a working manual, but writing it was an educational process. Thereafter, each leader developed his own course outline and sat through all the discussions of the first group, conducted by the secretary of the TVA Retirement System. The outlines used by this group were given to the three other discussion leaders, each of whom modified the outline considerably to meet his own needs and the needs of his groups.

The same chairmen or discussion leaders conducted all six sessions. However, physicians were used to present material and respond to questions when health problems were the subject and lawyers when legal problems were discussed. Each group had a recorder who prepared brief summaries of the discussion, and these recorders became thoroughly familiar with the subject matter and the methods used. Mainly, these recorders were personnel officers and administrative officers. In succeeding years, some of these became leaders of discussion groups. There

are now seven experienced group leaders who have been exposed to the field of gerontology through attendance at conferences and through wide reading, as well as through participation in the program at TVA.

Discussion leaders recognized the need for every member of the group to take part and were able to achieve unanimous participation although, of course, some participated to a greater degree than others. No formal record was kept of the number of times each individual contributed to each of the sessions, but discussion leaders made sure that the more reticent members did take some part. The informality of the groups, the skill of the leaders, and the voluntary nature of the attendance all helped to achieve full group participation. The leaders were also conscious of the fact that the most talkative members needed to be controlled.

All groups met during scheduled work hours but in some cases, when the sessions did not fall within their work schedules, individuals attended on their own time. Those who did not work in the areas of employee concentration were brought together at TVA expense for the full series of discussions in a 3-day period. All meetings were held in TVA conference rooms equipped with tables and blackboards.

EVALUATING THE RESULTS

Self-evaluation

Each year the participants have been asked to give their own evaluation of this group experience. Insofar as possible, this has been kept anonymous. At the first session, members of the group filled out enrollment forms giving certain basic information about themselves (*Preparation for Retirement Program—Enrollment Questionnaire*—see appendix A). At the last session, they were asked to fill out an evaluation form (*Evaluation of Preparation for Retirement Meetings*—see appendix B). Although the participants did not sign either of these forms, a method was devised by which the enrollment form and the evaluation form of each participant could be related. The information on these forms was tabulated and studied in an effort to find out whether the discussions were considered helpful, which sessions were judged to be most effective, and which sessions needed to be improved. Consistently, the sessions on retirement benefits and legal problems rated highest in interest, with "Health in the Later Years," that is, the medical aspects, as a close runner-up. This form also provided some indication as to whether the time spent in discussions was leading participants to develop attitudes and to take actions that might be helpful in their adjustment

to retirement. This measure was obtained through checking of certain categories of comments in the evaluation form.

Probably the most significant result revealed was a change in attitude toward retirement which was expressed in many different ways. The period of retirement emerged as a reality to be studied and thought about rather than something to be ignored until it happens. Participants recognized retirement as a part of growing older, extending over a period of years during which they would change. There was no glossing over such uncomfortable probabilities as reduction of income, the normal decline of physical stamina, and the possible loss of dear ones. But of equal importance was the preview of opportunities for making new friends, finding new channels for service or reestablishing old ones, doing things for which there had been no time during their employed years. The more accurate conception of what retirement would be like came with thinking and talking about it to others, getting rid of fears, and anticipating new opportunities. Aging was discussed as a process, not a disease, and retirement was recognized as one of the incidents of aging that has great possibilities for those who look ahead. Some had no interest outside their work, but as others discussed the things they were doing and how those interests would develop when there was more time for them, they all began to have a new appreciation of the value of such outside interests.

In addition to the values of getting a more realistic concept of what retirement would be like and thinking of its future possibilities, many worthwhile specific results were mentioned. The items most frequently cited were making or revising wills, having physical examinations, changing diets, revising property titles, making postretirement budgets, reviewing insurance programs, joining new groups, accepting opportunities for service, and speeding up payment of the mortgage or other long-term commitments.

Not many indicated that they had made any long-range plans as yet. The few who had such plans under way saw no problems and, indeed, there probably will be none if circumstances allow them to carry out their plans. It was foreseen that a plan too rigid in nature might lead to frustration, if circumstances did not permit its completion. Flexibility appears to be even more important than early planning because the condition of older people is susceptible to drastic change.

Some of the real value of the program cannot yet be measured or even estimated. Only after the participants have had a substantial period of retirement will they be in a position to judge what benefits they derived from the decisions the program helped them to make. Even then, of course, they can know only whether they have made a satisfactory

adjustment to retirement; they will not be able to say just what influence can be attributed to this preretirement program.

Outside Evaluation

Because the committee wanted to know as much as it could about what the program was accomplishing, it welcomed the offer of a graduate student to evaluate the TVA program. A doctoral dissertation by Roger A. Walker, "An Examination of a Pre-Retirement Planning Program—The TVA Experience," provided a more objective estimate of the program's effect.²

This study dealt not only with the participants but with a portion of the approximately 30 percent of eligible employees who did not participate. The differences between the two groups were found to be significant in several respects. This difference with respect to attitude toward retirement was especially significant. The nonparticipant group members were almost wholly negative in their attitudes toward retirement and were merely drifting toward a dreaded cessation of employment. They tended to resent the adoption of a normal retirement age and blamed their unions as well as management for having participated in accepting such a plan.

One of the findings of the study was that a great many of the participants in the group discussions had taken specific actions based upon interests stimulated and purposes formed in the groups. Examples of these actions were: renewing interest and membership in organizations and activities, making preliminary arrangements for part-time work after retirement, writing or modifying wills, changing the way in which pieces of property and Government bonds were held, scheduling physical examinations, and improving diets. The researcher also found that most of the employees had developed a wholesome and optimistic view of retirement. Many of them rather proudly revealed that they had made plans they expected to carry out. Only one case of resentment because of possible retirement before age 70 occurred in the study. Many employees expressed a preference for working beyond age 65 but also expressed their readiness to be retired and some enthusiasm for taking up new interests.

The most important finding of the evaluation study was an apparent and favorable change in the attitudes of participating older employees toward their retirement. This supported the conclusions drawn from the groups' self-evaluation. The discussion sessions were found to have

² Walker, Roger A. *An Examination of a Pre-Retirement Planning Program—The TVA Experience*. Unpublished doctoral dissertation, Cornell University, 1958, 550 pp.

contributed substantially to this result. Another important factor in this change of attitude, however, was the coordination of the TVA Retirement System with OASDI under the Social Security Act Amendments of 1956 which considerably increased the retirement income expected by these older employees. Many said it had placed them in a position to carry out their plans when they retired from TVA. Some of the retirement plans were an extension of what they are doing now in their leisure time; others were entirely new and different.

The real measure of the value of this program will be the successful adjustments to retirements. The program is not old enough for that test to have been made, since retirements of participants in the program first occurred in July 1957. We expect to make a future study of adjustments to retirement to see if we can identify the basis of successes and failures. Until evidence to the contrary is discovered, however, we believe the facts indicate clearly that this program of preparation for retirement has been extremely worthwhile to both the employees and the employer.

APPENDIX A

Date _____

Group Number _____

PREPARATION FOR RETIREMENT PROGRAM

Enrollment Questionnaire

Sex _____ Marital status: Single _____, Married _____,
Widowed _____, Divorced _____.

Number of children alive _____. Number of children living with
you _____.

Number of other relatives living with you _____.

Occupation _____

Health: Excellent _____, Good _____, Fair _____, Poor _____.

Do you have a pretty good idea of what your retirement income, other
than income from work, will be? Yes _____, No _____.

Do you expect to seek more income than you will receive from retire-
ment system and Social Security after you retire? Yes _____, No _____.

If yes, from what source (work, rentals, hobbies, etc.)? _____

What do you do for fun (your recreation or hobbies), if anything? _____

Are you an active member of any clubs or organizations? Yes _____,
No _____.

If yes, which? _____

To what extent are you active in the church?

Membership _____, Attendance _____, Teacher _____, Officer _____,
Other _____.

(Please write in)

Do you devote any time to other types of volunteer service to the
community?

Yes _____, No _____. If yes, what kind? _____

Dot down here anything about which you want to get more information
or the views of others during these discussions. Be as specific as
you can: _____

APPENDIX B

Date _____

Group Number _____

EVALUATION OF PREPARATION FOR RETIREMENT MEETINGS

How many meetings did you attend? _____

Check the following meetings from the point of view of value received:
(If you were absent from a meeting put an "A" in the *no help* column
for that subject.)

Subject of Meeting	Considerable Help	Some Help	No Help
I Retirement and Financial Planning			
II Retirement Benefits (TVA, OASI, Civil Service)			
III Health in Later Years and Retirement			
IV Planning Activities for the Time of Retirement			
V Living Arrangements			
VI Legal Problems About Property After Retirement			

Would you have liked more time spent on any of these subjects?
Yes _____, No _____.

If so, which ones? _____

Was enough time allowed in these meetings for discussion? Yes_____,
No _____.

Do you feel that you had interests common enough to the group to
make discussion worthwhile to you? _____

Check the worksheets from the point of view of helpfulness:

Worksheet	Considerable Help	Some Help	No Help
Calculating Your OASI Benefit			
Form To Estimate Your TVA Retirement System Fixed Benefits			
Making Your Retirement Budget			
Leisure-time Activities—Checklist			
Your Health Inventory			

Have you had a medical examination in the past six months?

Yes _____, No _____.

If not, do you intend to ask for one in the next six months? Yes _____,

No _____.

Have you seriously considered reviving an old interest or developing a new one since you started this series? Yes _____, No _____.

If yes, explain _____

Have you figured out what your total monthly retirement income will be? Yes _____, No _____.

If yes, about how much? Check one:

1. Less than \$100 _____

2. \$100 or more but less than \$150 _____

3. \$150 or more but less than \$200 _____

4. \$200 or more but less than \$300 _____

5. \$300 or more but less than \$400 _____

6. \$400 or more _____

Have you tried making out a budget that will fit your retirement income?

Yes _____, No _____.

If it becomes necessary to supplement your retirement income, have you developed ideas on how to do so? Yes _____, No _____,

Not necessary _____.

Have these meetings helped you to make any plans for volunteer community work you would like to get into? Yes _____, No _____.

If so, what kind? _____

Have you made a will? Yes _____, No _____. If yes, do you plan to make any changes in it as a result of these discussions? If

no, do you plan to make a will? _____

Have you made any changes affecting joint ownership of bonds or other property? Yes _____, No _____.

Have you discussed with members of your family what you will do after retirement? Thoroughly _____, Some _____, Very little,

if any _____.

At the first meeting you listed on the enrollment blank what you wanted to get out of these meetings. Did you get what you wanted?

Yes _____, No _____. If no, what did you not get and do

you still want it? _____

Yes	Some	Considerable	Workshop
Help	Help	Help	
			Calculating Your OASD Benefit
			Form To Estimate Your IRA Retirement System Fixed Benefit
			Making Your Retirement Budget
			Leisure-Time Activities Checklist
			Your Health Inventory

PATTERNS FOR PROGRESS IN AGING

Case studies in the Patterns for Progress in Aging series are available under the following titles.

Case Study	Price
No. 1. A Community Nursing Home-----	.15
No. 2. A Vocational Training and Placement Program for Older Workers-----	.15
No. 3. An Activity Center for Senior Citizens-----	*
No. 4. A Community Craft Program-----	.15
No. 5. Retirement Preparation: Chicago Plan-----	.15
No. 6. A Senior Citizens Association-----	.15
No. 7. A Vocational Counseling Program for Older Workers-----	.15
No. 8. A County Health Department Geriatric Program---	.15
No. 9. The TVA Preretirement Program-----	.15
No. 10. A Senior Citizens Service Center-----	*
No. 11. Senior City at the New York State Fair-----	*
No. 12. A Low Rent Public Housing Project for the Elderly--	*
No. 13. A Friendly Visiting Program-----	*
No. 14. Senior Housing-Golden Age Center Program-----	*

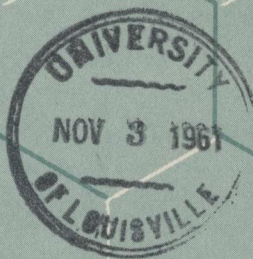
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